Approved For Release 2009/07/16 : CIA-RDP86-00964R000200010072-6
UNITED STATES GOVERNMENT

## Memorandum

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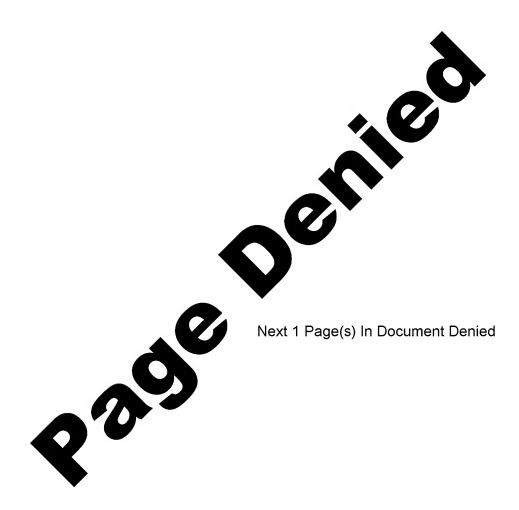
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1 <b>V1</b> <i>E</i>	moranaum						
то :	: Deputy Chief, BSD/OP	DATE:	November 23,	1965			
FROM :	: Acting Chief, Insurance Branch/BSD/OP						
SUBJECT:	: Attached Memorandum re Misplaced Cash	ier's C	heck				
	1. Attached is the memorandum regaye me the facts	_					
	gave me the facts memorandum. The facts were verified with the same states were verified with the same states.	, as sta ith	ted in attached	1			
	I then called you and received concurrence to send back to the Post Office, as he must have picked up this envelope from his brief case and dropped it in the mail with the envelopes to be mailed.						
	Wolle of the	Post Of	ffice, described				
	the envelope, and the postal clerk gave his	m the er	nvelope which				
	had been dropped in the box with the mail. envelope to this office.	He re	turned the				
[	4. As of this writing the employee again been told to enclose any envelopes a of Cashiers! Office/IB, BCB or BSD in the desk, which envelopes are har three offices.	address large	ed to employees envelopes on	e			
	Γ		*				

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Excluded from extemptic descripting and declarations.

## 25 YEAR RE-REVIEW

Attachment: Memorandum



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## This Notice Expires 1 November 1966

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## FITNESS REPORTING

- 1. I have reviewed the Fitness Reporting system which has been developed in CIA. It is well designed and will do what is intended if thoroughly understood and properly used. Our regulations clearly recognize that the evaluation of performance is a continuing responsibility of supervisors and cannot be left to the preparation of an annual report. They provide that an evaluation shall be recorded once a year but no place is it said that an evaluation shall be made but once a year. Discussions between supervisors and subordinates regarding performance, progress, and training should be held whenever and as frequently as necessary and appropriate. The Fitness Report formalizes the evaluation; nothing said in it should come as a surprise to the employee.
- 2. If we are to maintain the quality which our employees bring to the Agency, meaningful and helpful comments, suggestions, and guidance must flow from supervisor to subordinate throughout the year. This should not be a one-way street; only an open exchange of views can ensure understanding. Good or bad, commendatory or critical, fitness evaluation has as its basic purpose the maintenance and improvement of performance. Employee response to evaluation can be the basis for management action, such as, promotion, reassignment, training, demotion, or termination. It is, therefore, critically important that supervisors be alert to note strengths and weaknesses as they appear and to review them objectively with the employee. No kindness is done the employee nor good done the Agency when a supervisor is superficial in his evaluation of the performance of his subordinates. A supervisor fails equally when he takes refuge in undeserved generosities and obscure or meaningless language in evaluating a weak employee and when he fails to note the strengths and help the employee build upon them.

3•	Rating	officers	would	do	well	to	reread	the	regulations.	

V.J. Rabor W. F. RABORN

Director

DISTRIBUTION: AB

C-O-N-F-I-D-E-N-T-I-A-L

GROUP 1 Excluded from automatic downgrading and declassification

